

DD / S R E C I S T R Y

FILE *Personnel* 5

20 AUG 1964

MEMORANDUM FOR : Director of Personnel

SUBJECT : Review of Career Management Activities

1. In your memorandum of 22 July you requested that you be furnished with any materials published by Career Services regarding their activities, policies and procedures. I have asked that the several Support Services forward any material of this type directly to you.

2. The Support Career Service, being relatively small, has not formalized its practices to the degree envisioned in your memorandum. We do have, however, a well-defined philosophy in regard to the activities of our Career Service. The paragraphs that follow outline some of the policies and practices that we follow in the areas of recruitment, training, assignment and promotion. This information may be helpful to you as you proceed with your study.

3. Intake and Training of Junior Officers - Prior to 1962 very few administrative positions in the Agency below the GS-12 level were the responsibility of the Support Career Service. The theory was that junior Administrative Officers would work up through the ranks (mostly in the Clandestine Services and the Office of Communications) and would arrive at the threshold of promotion to GS-12 at about the same time that their careers would become of interest to our Career Service. This approach worked fairly well with the Office of Communications, but with the consolidation of panel operations in the DD/P in the late 1950's (when the DA, DS, DP and DI designations and panels were eliminated), the junior administrative personnel in the DD/P were no longer as easily identified. In 1962 this problem was resolved by: (a) the identification of a number of these junior officers and their transfer to the Support Career Service and (b) the identification of a number of positions in the Office of Communications and the Clandestine Services in which most of these individuals had developed and which then became the planning responsibility of the Support Career Service. We now are steadily moving toward the staffing of all junior administrative positions by individuals (preferably Junior Officer Trainees) who are Support careerists. We have for a number of years had standing requirements for Junior Officer Trainees and now have eight who came to us directly from the Program. Six of these are abroad and two are in rotational training. Training for our Junior Officer Trainees to date has consisted of approximately six months of rotational assignments to the Offices of Finance, Personnel and Logistics together with the formal courses recommended by those Offices. In view of the larger number that we hope will be entering on duty next year, plans call for a formal course comparable to the Intelligence Production Course for DD/I Junior Officer Trainees and the full Operations Course for DD/P Junior Officer Trainees which would take the place of much of the rotational training. We also hope to integrate language training into the schedule.

4. Assignment Planning - Planning for assignments in the Support Career Service is a continuing task which, to a marked degree, is unique in the Agency. The reason for this is that the Support Career Service, unlike the other Support Services, does not have a large functional establishment wherein most of its careerists carry out their duties. The lack of such a "home" from which its people can be assigned requires that Support careerists be prepared for a much more active and less sheltered experience in terms of assignment, training, and continuity of planning. This difference is not necessarily detrimental to accomplishment of the Service's objectives. Indeed, its very flexibility and the need for rapid response without a significant organizational entity to act as a buffer to changing requirements often abets the long-range goal of ensuring that at the senior levels the Service is composed of well-qualified generalists. The assistance provided by the several Support Services in accommodating Support careerists and in making their own careerists available for Support assignments, in effect, acting as a second "home," is amply demonstrated by the numbers of personnel presently assigned across Career Service lines. Planning begins upwards of a year ahead of the actual moves. Some of this, of course, is determined by events such as decisions regarding nominations for Senior Schools, anticipated retirements and definite knowledge regarding completion of tours. Much more, especially in regard to overseas assignments, comes into focus approximately six months in advance of termination of tours when Field Reassignment Questionnaires are received at Headquarters. Usually, assignment proposals are relatively firm about six months in advance of the actual moves. Without the cushion provided by a large organization here at Headquarters, a delicate balance must necessarily be preserved in terms of committing the talents of our Administrative Officers against constantly changing requirements for them. In maintaining this balance the wishes of the individual, of the component to which he is assigned, the one to which he is proposed for assignment, of the Support Career Board and of the Head of the Career Service must be observed. All of the above, combined with the necessity of early notification of next assignment and of providing an assignment which is challenging and rewarding, ensures that planning in the Support Career Service is a dynamic operation.

5. Promotions - The Support Career Service and its predecessor, the Administration Career Service, has since 1956 adhered to the principle of competitive evaluation for promotion. Since September 1956 when Messrs. [redacted] 25X1 [redacted] set as the 1st Competitive Evaluation Panel, there have been ten such groups, the latest of which is now making its evaluations. The techniques utilized by these panels have varied considerably over the years. Each has justified the methods it employed and the deliberations of each one have been acceptable to the Career Board and to the Head of the Career Service. The most recent panel, in addition to performing its ranking duties, is preparing, at the request of the Board, a formal ranking system which, if the Board approves, will serve as a model for future panels in performing their duties. The competitive evaluation procedure is carried out in the following manner. Each year the Board recommends that a competitive evaluation panel be activated and further recommends its membership. If the Head

of the Career Service approves these recommendations, the Executive Secretary works with the designated chairman in convening the panel and provides background information. The members of the panel are given complete freedom in terms of discussions with supervisors, review of official records, etc., to arrive at their conclusions. Their report, which consists of evaluations at grades GS-14 and below, is forwarded to and reviewed by the Board. The Board reserves the right to make changes in rankings and has done so. The Board then recommends the rankings to the Head of the Career Service who decides in terms of permissible headroom which individuals should be promoted. At the GS-15 level the Board constitutes itself as a competitive evaluation panel and forwards its rankings to the Head of the Support Career Service for appropriate action.



25X1

~~L. K. White~~


EXD Deputy Director  
for Support

ES-SCB:HLB:jbb (23 Jul 64)  
Rewritten: HLB:jbb (5 Aug 64)  
Distribution:

- 0 & 1 - Adse
- 1 - DD/S chrono
- ~~1~~ DD/S subject


Refer to: DD/S 64-4015: Memo to Deputy Directors fm D/Pers  
dtd 22 Jul 64, same subj

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600020006-0

TO:		DATE
Mr. <span style="border: 1px solid black; display: inline-block; width: 60px; height: 1.2em; vertical-align: middle;"></span>		14 AUG 84
ROOM NO.	BUILDING	
REMARKS:		
<p>Attached is a memorandum for the Director of Personnel on career management activities. The deadline is 14 August.</p> <p>You may wish to sign this for Colonel White since you signed the buckslips to the various Support Services requesting that they cooperate in this effort.</p> <p style="text-align: center;"> HLB</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600020006-0

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600020006-0

TO:		DATE
Colonel White via Mr. <input type="text"/>		23 July 1964
ROOM NO.	BUILDING	
REMARKS:		
Recommend <u>six</u> initials.		
 HLB		
FROM:		
ROOM NO.	BUILDING	EXTENSION

STAT

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600020006-0

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TO	NAME AND ADDRESS		DATE	INITIALS	
1	Deputy Director for Support 7D 18 Hqs.				
2					
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ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Director of Personnel 5E 56 Hqs. [redacted]				1964	
UNCLASSIFIED		<input checked="" type="checkbox"/> CONFIDENTIAL		SECRET	

22 JUL 1964

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support

SUBJECT : Review of Career Management Activities

1. It has been several years since most of our concepts of career management were developed and translated into program activities. Now, I think it is timely to review the career management and development practices of the various career services as the basis for exchanging useful ideas which have been generated during this period and for evaluating our central program of personnel support.

2. As a first step, I should like to study any materials published or in use by the career services which supplement Agency regulations by providing more specific policy and procedural guidance in the development and utilization of their personnel. Publications concerning such matters as selection criteria, training standards, promotions, planned rotation, and other aspects of career management are of interest.

3. I would appreciate it if copies of any materials of this kind which are currently in effect for the career services under your jurisdiction could be assembled and sent to me. I will also appreciate your forwarding copies of any earlier issuances of similar materials which serve to illustrate the historical development of career management concepts and techniques in those services. It will be helpful if I can receive these publications by 14 August 1964.

4. It is my intention to utilize the Agency Personnel Advisory Board as the mechanism for the discussion and interchange of policies and practices which may be of common value in the operation of our Career Service System.

Emmett D. Echols  
Director of Personnel

25X1

C-O-N-F-I-D-E-N-T-I-A-L Group I Excluded from  
automatic downgrading and  
declassification.

(Head of all Support Career Services)

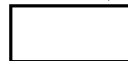
23 JUL 1964

The Director of Personnel, in the attached memorandum, requests that he be furnished published materials relating to the activities of the several Support Services. Please forward any material which you might have directly to him. Note that he would like to have this done by 14 August.

*SHORT*  
*for* LKW  
Deputy Director for Support

7D26

HQ



STAT

ES-SCB:HLB:jbb (23 Jul 64)

Distribution:

- 0 - ea to Head of Communications Career Service, w/Xero DD/S 64-4015
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DD/S 64-4015: Memo to Deputy Directors fm D/Pers dtd 22 Jul 64,  
subj: "Review of Career Management Activities"